GRADUATE SCHOOL
UNITED STATES DEPARTMENT OF AGRICULTURE
Washington 25, D. C.

ANNUAL REPORT
1955-56

UNITED STATES DEPARTMENT OF AGRICULTURE

Ezra Taft Benson, Secretary of Agriculture

GRADUATE SCHOOL

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WASHINGTON 25, D. C.

November 30, 1956

Hon. Ezra Taft Benson
Secretary of Agriculture

Dear Mr. Secretary:

The General Administration Board submits herewith the Report of the Graduate School covering activities in the school year from September 1, 1955, to August 31, 1956. A brief report on finances is included.

Sincerely yours,

C. M. Ferguson, Chairman
General Administration Board

UNITED STATES DEPARTMENT OF AGRICULTURE
GRADUATE SCHOOL
WASHINGTON 25, D. C.

November 8, 1956

Mr. Clarence M. Ferguson, Chairman
General Administration Board

Dear Mr. Ferguson:

I submit herewith the annual report of the United States Department of Agriculture Graduate School for the year ending August 31, 1956.

Sincerely yours,

T. Roy Reid
Director

REPORT OF THE U. S. DEPARTMENT OF AGRICULTURE
GRADUATE SCHOOL
1955-56

The thirty-fifth year of the Graduate School was one of the successful ones in its history. During this year, classes were provided for more government employees than in any year since 1950. The number of correspondence courses for field employees was expanded and assistance was given in the organization of another metropolitan center of in-service training courses. A program of technical assistance in cooperation with the United Nations was concluded and another begun in cooperation with the Foreign Agricultural Service and financed by the International Cooperation Administration. Two especially popular series of lectures were delivered during the winter months and a previous series of lectures was published and sold nationally during the summer. These activities were valuable contributions to the public service and they enabled the Graduate School to finish the year in strong financial condition.

Organization of the Graduate School

The membership of the General Administration Board changed substantially during 1955-56. In the course of the year Dr. Robert M. Salter, Chief, Soil and Water Conservation Research Branch, Agricultural Research Service, and Mr. MacHenry Schafer, Director of Personnel for the U. S. Department of Agriculture, died. Mr. J. A. McConnell, Assistant Secretary of Agriculture, resigned. Two appointments to the Board were made during the year.

The first was that of Mr. Robert M. Tootell, Governor of the Farm Credit Administration. The second was that of Mr. C. N. Shepardson, Governor, Federal Reserve Board. Prior to his appointment to the Federal Reserve Board, Mr. Shepardson was Dean of the College of Agriculture of the University of Texas. Mr. Tootell was the first person not in the service of the Department of Agriculture to be appointed to the General Administration Board. This action followed a change in 1956 in the regulations governing the Graduate School which provided that the General Administration Board should consist of ten members appointed by the Secretary of Agriculture, of whom at least seven should be employees of the U. S. Department of Agriculture. The Director of Personnel of the U. S. Department of Agriculture also is a member of the Board, ex officio. This change in the constitution of the General Administration Board was made to make possible representation on it of members of institutions closely related to the Department of Agriculture, particularly the land-grant colleges and universities.

Only one change occurred during the year in the staff of the Graduate School. Mrs. Louise Malone offered her resignation after some five years of successful service as Registrar and, soon after the beginning of the new school year, is to be replaced by Mrs. Constance G. Coblenz, who was formerly a member of the staff of the Brookings Institution.

No changes occurred in the Graduate School Council during the year.

The Resident Course Program

During 1955-56 there were 6,238 enrollments in courses of the Graduate School in the Washington area. This enrollment was 6.83 per cent greater than the enrollment during the 1954-55 year. A total of 373 courses was given with an average enrollment of 16.7.

The special Graduate School program at the National Institutes of Health continued to be an important activity of the Graduate School. During the past year 34 courses were given at NIH with a total enrollment of 469. This program is planned and directed in close cooperation with the Director of Clinical and Professional Training of the National Institutes of Health.

The Graduate School always has sought to obtain as much assistance as possible from the government's training officers when planning its annual programs. These officers are invited to suggest courses at any time and many of them are members of the institution's advisory committees. During 1955-56 a series of luncheons for training officers was held at which they were urged to make suggestions and criticisms and to strengthen the connections of their agencies with the Graduate School's advisory committees. These meetings have tightened the School's ties with this important group of government officers and they are expected to be continued in the years ahead.

Service to Field Employees

The service of the Graduate School to field employees of the Department of Agriculture and of other departments and agencies has been, chiefly, in two forms: correspondence courses and the organization of metropolitan centers of in-service training courses. During the past year the Graduate School has continued its efforts to assist field employees in these ways. Fourteen correspondence courses were offered in which there were 269 enrollments. Of these correspondence courses, two were offered for the first time. One of these, Administration and Supervision, has been recommended by the Foreign Service Institute to members of the Foreign Service.

In the period 1952 through 1955, the Graduate School stimulated the organization of in-service training centers for Federal employees at Boston University, New York University and Temple University. Some 3500 government employees have taken in-service training courses in these institutions. During 1956 the Federal Personnel Council in Cincinnati requested the assistance of the Graduate School in its efforts to organize an in-service training center at the University of Cincinnati. The School responded by supplying the Personnel Council with the syllabi of a number of its courses and by assisting with other organizational problems.

Technical Assistance

The Graduate School entered the field of technical assistance in the winter of 1955 when it received a contract from the United Nations for assistance to the Kaplan School of Economics and Social Sciences of the Hebrew University, Jerusalem, in the organization of a graduate program in public administration. This project was carried out in the period

April 1, through September 30, 1955, by a member of the staff who resided in Jerusalem during that period.

In the winter of 1956, the Foreign Agricultural Service of the U. S. Department of Agriculture contracted with the Graduate School to organize and direct two one-month special courses in public administration and agricultural development during that year. These two courses, for selected groups of foreign agricultural officials, were held during June and September of 1956. This program, which is financed by the International Cooperation Administration, will continue in 1956-1957.

Lectures

One of the special contributions of the Graduate School to the U. S. Department of Agriculture for a long period has been an annual program of lectures. Two series of formal lectures were delivered in 1955-1956. The first series, "Know Your USDA," was one of the unusually popular ones that have been organized by the School. Eleven agencies of the Department graphically presented their programs to overflow audiences. This series was termed by the Under Secretary of Agriculture an important contribution to better understanding of the Department by its personnel.

The second series, "Marketing," was of a technical nature, but its sessions were well attended. Four of the six lectures in this series were delivered by speakers from outside the Department.

In addition to the formal series of lectures, the Graduate School held a number of luncheons for its faculty and committee members at which leaders of education in the Washington area spoke and joined in general discussions. These informal luncheons were very popular with the teachers and committee members of the School.

The Graduate School is now engaged in planning its lecture program for 1956-1957. In the course of the year three series of lectures will be delivered. One will be on conservation of natural resources and one on the contribution of the farming areas to the development of the American society. The third series will be the third biennial William A. Jump--I. Thomas McKillop Lectures on Public Administration.

Publications

For some twenty years the Graduate School has published occasional books and pamphlets of particular interest to the Department of Agriculture. Most of these publications have been on subjects in the fields of mathematics, statistics and public administration. During 1956 one publication was issued, "Democracy in Federal Administration," the William A. Jump--I. Thomas McKillop Lectures in Public Administration for 1955. This publication was exceptionally well received in the universities and governments of the country and its sales have exceeded expectations.

Finance

The Graduate School is a non-profit institution and its objectives do not include the creation of unnecessarily large financial reserves. The institution does, however, expect to finance its activities with its income and to receive each year enough money for a reasonable working margin. This objective was realized during 1955-1956 when the institution ended the year with a surplus of $9,817.11. A "Comparative Statement of Financial Condition for the Years Ended August 31, 1956, 1955, and 1954," follows this general report on pages 6 and 7.

Looking Forward

The future of the Graduate School probably will be directly influenced by a number of current developments in the Federal service. After many years of discussion, it now seems likely that in the near future the government will assume much greater responsibility for the in-service training of its employees. With a few exceptions in the cases of agencies having special authority, the government has placed most of the burden of such training on the individual employee. Legislation to extend to all agencies the authority to train employees on official time and on salary has been introduced in the past two sessions of the Congress. It seems quite likely that legislation of this kind will be passed in the next year. If this should be the case, the role of the Graduate School in the Department of Agriculture and in the Government probably would change substantially. The School presumably would be called on by the agencies of the Department to organize and to direct such official hours courses as will be needed in their training programs. The implications of such assignments in regard to relations with the respective agencies, to finance, and to staff would be very considerable. In view of this prospect, the Graduate School has begun to explore the ways in which it could play what might prove to be a new role in the Department.

Another major trend in the Government with direct implications for the Graduate School is the emphasis in recent years on executive development. The executive development movement in the Federal Government stems from two conclusions that have been generally accepted by its senior executives and personnel specialists: (1) The quality of its executives is of the greatest importance to an agency (2) The Government must train the very great majority of the executives that it needs. Despite the general concern about an adequate number of capable Federal executives, very little has been done in any agency to begin to meet the problem. This is particularly true in the Department of Agriculture. The Graduate School thus considers that one of its most important responsibilities in the immediate future is to do all that it can to stimulate the organization of adequate executive training programs in the USDA and to contribute as fully as it can to such programs.

Technical assistance has become a major function of the Federal Government and is likely to be one for many years. The Graduate School has considerable resources for certain types of technical assistance and hopes to participate more fully in such programs in the future. The technical assistance projects of the Graduate School to date, while useful activities, have not employed by any means the full potential of the institution for this kind of work. The School will continue its present technical assistance project and possibly expand it, but at the same time

it will seek opportunities for using its full resources in this work.

For many years, the Graduate School has issued occasional publications on subjects of public administration. These publications have been distinguished by the special knowledge of their authors, most of whom have been USDA employees. In total, the publications of the past years have been very useful in in-service training programs and in university courses. This publishing activity has slackened in recent years, however, with the exception of the successful publication of two series of lectures on public administration. As the Graduate School is in an exceptionally good position to capture the experience of persons who have had unusual administrative responsibilities, it is desirable that it should continue and keep current its publications on public administration. Thus in the next two years an effort will be made to issue a series of new publications in this field.

As discussed above, one of the two principal ways in which the Graduate School has assisted field personnel of this Department and other agencies has been to assist in the organization of in-service training centers in various metropolitan universities. Four such centers have been organized, which in four years have aided between three and four thousand government employees. In addition, the Graduate School has aided several universities in the organization of special courses or programs for government personnel. There are still metropolitan areas in which programs of this kind would be useful. The Graduate School, however, has no funds for this purpose and is not in position to devote revenues from other sources to it. It will however, continue to take every opportunity to extend the present system of metropolitan in-service training centers and it will continue to aid any college or university that wishes to offer special courses or programs for Federal personnel.

The Graduate School begins its thirty-sixth year with a long tradition of public service. It is an institution with strong resources--in its faculty, in its General Administration Board, in its staff, in its support by government personnel, in its advisory committees, in its relations with the agencies of the government and with other educational organizations. The School is aware of the changing needs of the Federal Service and expects to help meet them as it has those of the past.

EXPLANATORY COMMENTS ON COMPARATIVE STATEMENT OF FINANCIAL CONDITION

INVESTMENTS - Investments consist of: (1) insured Building and Loan Associations—the increase is due primarily to dividends averaging approximately 3.25% and (2) U. S. Savings Bonds, series F and J, carried at current cash surrender value. Approximately $35,000 matured during the year and most of the proceeds were reinvested in bonds.

PUBLICATIONS REVOLVING FUND - The Publications Revolving Fund, established in 1950 by setting aside $10,000 of the Graduate School surplus fund, has shown a steady growth through profits from the sale of books and publications and dividends from Building and Loan Associations. During the 1955-56 school year, net earnings amounted to $527. The fund had grown to $13,874.90 as of August 31, 1956.

TRUST ACCOUNTS - In 1953 the National Science Foundation asked the Graduate School to administer the $20,700 grant for the support of "An Investigation of the Effectiveness of Information Sources Available to American Scientists." This survey is directed by Dr. Ralph R. Shaw, who was Librarian of USDA at the time of the grant. During the year the Graduate School was authorized to spend $7,971.28 leaving a balance of $12,728.72.

TUITION - Increase due to: (1) an increase in tuition rate from $10 to $12 per credit hour, effective September 1, 1955, and (2) an increased enrollment in 1955-56 over 1954-55.

MISCELLANEOUS INCOME - Reimbursements, in connection with Dr. O. B. Conaway, Jr. detail to Foreign Agricultural Service, for miscellaneous expenses (mimeograph work, communication expenses, supplies, and stenographic services) were recorded as Miscellaneous Income rather than as a credit to the various expense accounts.

EXPENSES - Apparent increase in Administrative Salaries resulted from the reimbursable detail of Dr. Conaway to Israel in 1954-55. Faculty salaries were increased from $90 to $100 per credit hour and the School had an increased enrollment in 1955-56 which required additional instructors. Other personal services cost increased due to the increase in the minimum wages of custodial staff and an increase in the cost of the IBM service. The increase in miscellaneous operating expenses is due to: (1) A three-year premium for Workmen's Compensation insurance policy; (2) Equipment charged to expense when purchased: (a) Postage Meter machine for office, (b) Electric typewriter for office, (c) RCA electronic machine for laboratory use.

SPACE AND UTILITIES - Office and classroom space, heat, and light facilities in the Department of Agriculture and other Government buildings are furnished without charge to the Graduate School.

FINANCIAL - The principal changes in the financial position of the Graduate School during the year were (a) Net income for year $9,187; (b) Reduction in cash $1,940; (c) Reduction in investments $11,349; (d) Other - Net $892 or a total of $23,368. These funds were applied to: (a) Reduction in notes payable $15,000; (b) Reduction in trust accounts $8,368 or a total of $23,368.

GRADUATE SCHOOL
United States Department of Agriculture

Comparative Statement of Financial Condition
Years Ended August 31, 1956, 1955 and 1954

BALANCE SHEET

ASSETS

Cash on hand and in Bank	$ -309.15	$ 1,630.91	$ 3,607.90
Investments:			
Building and Loan Shares	80,969.85	77,483.65	71,917.97
U. S. Savings Bonds	75,835.00	90,670.00	87,855.00
Accounts Receivable	801.41	2,444.21	1,511.14
Book Inventory and Furniture	4,410.14	3,815.32	3,862.41
Publications Revolving Fund	15,277.70	14,594.33	13,749.28
Total Assets	$176,984.95	$190,638.42	$182,503.70

LIABILITIES

Notes Payable	$ --	$ 15,000.00	$ --
Other Current Liabilities	684.35	840.61	637.61
Trust Accounts	12,728.72	21,096.41	30,406.77
Publications Revolving Fund	1,402.80	1,246.43	1,005.16
Total Liabilities	$ 14,815.87	$ 38,183.45	$ 32,049.54

NET WORTH

School Operations	$148,294.18	$139,107.07	$137,710.04
Publications Revolving Fund	13,874.90	13,347.90	12,744.12
Total Net Worth	$162,169.08	$152,454.97	$150,454.16
Total Liabilities and Net Worth	$176,984.95	$190,638.42	$182,503.70

STATEMENT OF INCOME AND EXPENSE

INCOME

Tuition - Net after refunds	$169,917.07	$136,683.27	$116,047.74
Sale of Books and Publications - Net	3,261.81	2,355.60	2,842.46
Income from Investments	5,250.90	5,726.31	4,768.43
Miscellaneous Income	2,683.02	1,682.06	1,854.17
Total Income	$181,112.80	$146,447.24	$125,512.80

EXPENSE

Administrative Salaries	$ 59,559.98	$ 53,367.29	$ 55,270.71
Instruction Salaries	88,237.35	73,462.05	68,976.26
Other Personal Services	6,678.33	5,546.73	4,996.11
Miscellaneous Operating	17,450.03	12,674.14	11,682.51
Total Expense	$171,925.69	$145,050.21	$140,925.59
Net Income (or Loss) for Year	$ 9,187.11	$ 1,397.03	$(15,412.79)